

STATE OF ALABAMA

DEPARTMENT OF REVENUE — FY08 IT STRATEGIC PLAN WORKSHEET

IT MISSION

To deliver information technology solutions and services enabling the Department of Revenue to effectively and efficiently administer the tax laws of the State of Alabama

IT VISION

To ensure the Department of Revenue has the highest quality information services and technology possible to fulfill its mission

VALUES

- Integrity

We will adhere to high moral principles and professional standards

- Excellent service

We provide quality services in a timely manner to ensure our users have the tools they need

- Fairness

Each of our employees and customers will receive our full support and respect

- Accountability

We take full responsibility for our actions and decisions

- Teamwork

We will work together to ensure the job is done right

CUSTOMERS (Expectations)

- Department of Revenue
- Other government agencies (state, federal, and local)

Expectations

- *Accurate, reliable, and dependable services, systems, and applications*
- *Safe, secure systems and applications*
- *Ensure users are involved in determining IT needs and future directions*
- *Timely and responsive support*
- *IT staff maintain expertise and knowledge currency*
- *User-friendly solutions, systems, and applications*

- *Cost-effective, efficient recommendations and options*

STAKEHOLDERS (Expectations)

- Alabama taxpayers
- Governor and Legislature
- Other government agencies
- Vendors

Expectations

- *Accurate, reliable, and dependable services, systems, and applications*
- *Safe, secure systems and applications*
- *User-friendly applications*
- *Cost-effective, efficient operations*

KEY GOALS (1-4)

G1 (DGX): Complete IT activities supporting implementation of the Revenue Integrated Tax System (RITS) by the end of FY10.

G2 (DGX): Complete training for all systems development personnel on Microsoft.NET software development technologies by the end of FY10.

G3 (DGX): Reduce Department reliance on mainframe applications and support by 90% through expanded information systems and capabilities, including RITS implementation, by the end of FY10.

G4 (DGX): In order to ensure the Department's end user computing environment remains current, replace 25% of all PCs in accordance with the annual technology refresh plan.

ASSUMPTIONS

- FY06-07 initiatives are on schedule
- IT funding will remain consistent with historical trends

WORKLOAD MEASURES

W1: # of hours spent on service requests
W2: # of hours spent on data processing requests
W3: # of clients served

W4: # PCs supported
W5: # of network servers supported
W6: # of helpdesk requests

STRENGTHS

- Consistent funding
- Quality staff
- Supportive senior leadership
- Partnerships with vendors
- Ability to maintain near leading edge technologies and software applications
- Revenue's work environment

WEAKNESSES

- Need to extend RITS contract near the end of FY08
- Lack of control over key IT infrastructures
- Lack of skill sets for new .NET applications

OPPORTUNITIES

- ISD establishing and testing a disaster recovery site
- Increased off-site back-up storage availability for network data
- Increasing acceptance of electronic exchange of data between governmental agencies

THREATS

- Lack of operational disaster recovery system for legacy system
- Dependence on long-term viability of outsourced vendors
- Increasing reliance on wireless and web-based systems place greater burdens on information security
- Inconsistent support and lack of cost-effective options from ISD to meet departmental IT requirements

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OBJECTIVES

- (G1) OBJ1 (# of RITS implementation phases completed): Complete IT activities supporting the completion of RITS Phase 3 rollout and the start of Phase 4 rollout.
- (G2) OBJ1 (% of development personnel trained): Complete Microsoft.NET software development training for 50% of all system development personnel.
- (G3) OBJ1 (% reduction in mainframe use): Reduce Department use of mainframe support and applications by 75%.
- (G4) OBJ1 (% of PCs replaced): Replace 25% of all Department PCs.

CRITICAL ISSUES

INTERNAL

- (G1) IC1: Need to extend RITS contract prior to 1 Aug 08.

EXTERNAL

- None

STRATEGIES & ACTION PLANS* (Person Responsible/Estimated Completion Date)

- (G1) S1: Maintain required legacy systems (e.g. ARIS), while completing all IT activities supporting RITS Phase 3 rollout and the start of Phase 4 rollout.
- A. Monitor Phase 3 rollout and the start of Phase 4 rollout, per implementation plan. (K. Ball) (30 Sep 08)
- B. Maintain IT resources, including staffing, required to maintain legacy systems during Phase 3 and 4 rollouts. (K. Ball) (30 Sep 08)
- C. Working with RITS Team, identify and obtain resources required to support Phase 3 and 4 rollouts. (K. Ball) (30 Sep 08)
- D. Working with RITS Team, identify programming and process modification requirements required to support Phase 3 and 4 rollouts. (K. Ball) (30 Sep 08)
- E. Evaluate effectiveness of system and process changes resulting from Phase 3 rollout. (K. Ball) (30 Sep 08)
- F. Report on progress. (K. Ball) (30 Sep 08)

(G1, IC1) S2: Working with the Commissioner's office, extend RITS contract prior to 1 Aug 08.

(G2) S1: Execute training plan schedule in conjunction with RITS rollout to ensure required personnel are trained on Microsoft.NET software development technologies in time to support rollout schedule.

A. Complete scheduled training supporting Phase 3 rollout based on training assessment and training plan.

(H. Tindol) (30 Nov 07)

B. Identify and schedule training required to support Phase 4 rollout. (H. Tindol) (30 Sep 08)

C. Monitor and evaluate training completion. (H. Tindol) (30 Sep 08)

(G3) S1: Migrate individual income tax applications and data from mainframe to RITS.

A. Complete Phase 3 rollout of RITS, as planned, to remove individual income tax applications and data from the mainframe. (K. Ball) (30 Nov 07)

B. Assess reduction in mainframe use achieved by Phase 3 rollout. (D. Andrews) (30 Sep 08)

(G4) S1: Replace 25% of all Department PCs.

A. Identify PCs requiring replacement due to age, outdated capabilities, and warranty expiration. (P. Williamson) (28 Feb 08)

B. Determine configuration for new and replacement systems. (P. Williamson) (31 Mar 08)

C. Procure identified replacement systems. (P. Williamson) (30 Apr 08)

D. Install purchased systems. (P. Williamson) (30 Sep 08)

* Action plans will be submitted with Operational Plan, not the SMART Plan.

NOTE: As the planning and budget process continues, you will need to identify spending and staffing requirements for each action step, **if possible**. If not, then estimates will need to be provided for each strategy.

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Key Goals (DGX)	(GX) Critical Issues	(GX) Strategies	(GX) Objectives (Unit of Measure)	Baseline/ 2007 Projection/ 2008 Target
G1 (DGX): Complete IT activities supporting implementation of the Revenue Integrated Tax System (RITS) by the end of FY10.	(G1) IC1: Need to extend RITS contract prior to 1 Aug 08. EC: None	(G1) S1: Maintain required legacy systems (e.g. ARIS), while completing all IT activities supporting RITS Phase 3 rollout and the start of Phase 4 rollout. (G1) S2: Working with the Commissioner's office, extend RITS contract prior to 1 Aug 08.	(G1) OBJ1 (# of RITS implementation phases completed): Complete IT activities supporting the completion of RITS Phase 3 rollout and the start of Phase 4 rollout.	06: 1 07: 2 08: 3
G2 (DGX): Complete training for all systems development personnel on Microsoft.NET software development technologies by the end of FY10.	None	(G2) S1: Execute training plan schedule in conjunction with RITS rollout to ensure required personnel are trained on Microsoft.NET software development technologies in time to support rollout schedule.	Obj2: (G2) OBJ1 (% of development personnel trained): Complete Microsoft.NET software development training for 50% of all system development personnel.	06: 30% 07: 40% 08: 50%
G3 (DGX): Reduce Department reliance on mainframe applications and support by 90% through expanded information systems and capabilities, including RITS implementation, by the end of FY10.	None	(G3) S1: Migrate individual income tax applications and data from mainframe to RITS.	(G3) OBJ1 (% reduction in mainframe use): Reduce Department use of mainframe support and applications by 75%.	06: 5% 07: 20% 08: 75%
G4 (DGX): In order to ensure the Department's end user computing environment remains current, replace 25% of all PCs in accordance with the annual technology refresh plan.	None	(G4) S1: Replace 25% of all Department PCs.	(G4) OBJ1 (% of PCs replaced): Replace 25% of all Department PCs.	06: 25% 07: 25% 08: 25%